

SCHOOL OF HOTEL ADMINISTRATION

ADMINISTRATION

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Mary K. Milks, registrar

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Glenn Withiam, executive editor of the *Cornell Hotel and Restaurant Administration Quarterly*

DEGREE PROGRAMS

	Degree
Hotel and Restaurant Administration	B.S. M.P.S. M.S. Ph.D.

FACILITIES

Statler Hall. Statler Hall is a unique building designed expressly to meet the needs of the faculty and students of the School of Hotel Administration. The totally renovated building, which serves both practical and theoretical instruction, houses classrooms, lecture rooms, laboratories, a library, a video and computer center, a beverage-management center, an auditorium, and the Statler Hotel and J. Willard Marriott Executive Education Center. The improved Statler Hall and new Statler Hotel were designed expressly for the school's revamped academic and executive-education programs, and provide students with training and work experience in facilities similar to those in which they will work after graduation.

The School of Hotel Administration Library, the largest of its kind, provides a comprehensive collection of publications on hotel and restaurant operation, business, and

related subjects. The library's resources allow students to search numerous computerized bibliographic databases, including the hospitality industry's most extensive database containing current bibliographic information on the periodical literature of the industry. Among the library's special features are the Herndon and Vehling collections, which contain numerous rare materials.

Statler Hotel and J. Willard Marriott

Executive Education Center. The all-new hotel comprises 150 guest rooms, an executive-education center, restaurants, lounges, and the university's faculty and staff club. It is an industry showcase, one that demonstrates the very finest in hospitality and hospitality-education practices. The Statler Hotel is an independent, self-sustaining teaching hotel that provides quality food, beverage, meeting, and lodging services to the Cornell community and campus visitors, including parents and those who visit Cornell as part of the application process. In addition, the Statler Hotel is a practice-management facility for certain classes, internships, and for independent-study projects. It offers part-time jobs to approximately 200 students each semester; preference is given to students in the hotel school.

CURRICULUM

The School of Hotel Administration offers training in the numerous disciplines required for modern management, including accounting, finance, marketing, operations, communication, properties management, MIS/computers, law, and human-resources management. The school's graduates hold executive positions in a variety of industries, but are especially well represented in the management of hospitality-related enterprises, including the lodging, food-service, and travel industries.

Students are encouraged to pursue a broad range of courses, including those in the humanities, as preparation for assuming positions in the business community. Included in the basic curriculum are courses in financial management, food and beverage operations, administration, and physical-plant management.

To satisfy degree requirements, every undergraduate enrolled in the School of Hotel Administration must complete a minimum of two periods of ten weeks each (or the equivalent) of full-time, supervised, relevant employment and file acceptable reports for each work period. Most students complete this requirement during the summer.

The basic program leading to the undergraduate degree in hotel administration, as set forth below, is enriched by a broad selection of free and distributive elective courses offered by the school and elsewhere in the university.

The school's programs for advanced degrees include those of Master of Professional Studies, Master of Science, and Doctor of

Philosophy. For more complete information about undergraduate program requirements, see the school's admissions catalog (available in room 174 Statler Hall). For further information on graduate programs, consult the school's graduate catalog (available in room 172 Statler Hall); contact Professor John E. H. Sherry, the school's graduate faculty representative; or see the university's *Announcement of the Graduate School*.

Requirements for Graduation

The requirements for graduation outlined below are the result of an extensive revision of the school's curricula that was completed in 1988. Regularly enrolled students in the School of Hotel Administration are candidates for the degree of Bachelor of Science. The requirements for that degree are:

- 1) completion of eight terms in residence;*†
- 2) completion, with a minimum average of 2.0, of 120 required and elective credits, as set forth in the table below;

*Students who plan to attend summer school at Cornell or elsewhere should keep in mind the degree requirement of a minimum of two periods of ten weeks each (or the equivalent) of full-time, supervised, relevant employment.

†Students transferring from other colleges and universities may be allowed appropriate credit against the residence requirement at the time of admission. Transfer students must complete a minimum of five semesters in the program.

- 3) completion of two units of practice credit prior to the last term of residence, as defined below;
- 4) completion of the university requirement in physical education during the first two terms of residence;
- 5) attainment of a grade-point average of at least 2.0 in the final semester.

Suggested course programs also appear on the following pages. The core courses account for 67 of the 120 credits needed for graduation, the selected subject concentration accounts for 12 credits, and 18 credits are allotted for distributive electives. The remaining 23 credits may be earned in courses chosen from the offerings of any college of the university, provided that the customary requirements for admission to such courses are met.

Students in the School of Hotel Administration who plan to attend summer school at Cornell or elsewhere or who propose to attend any other university, with the expectation that the credit earned will be counted toward the Cornell degree in hotel administration, must obtain the approval of the school in advance. Without advance approval, such credit may not count toward the degree.

Credit earned in military science, aerospace studies, or naval-science courses may be counted in the 23-credit group of free electives.

All students are required by the university to take two courses in physical education, but no credit toward the academic degree is allowed for these courses.

Grading System

Letter grades ranging from A+ to F are given to indicate academic performance in each course. These letter grades are assigned a numerical value for each term average as follows: A is equivalent to 4.0; B to 3.0; C to 2.0; D to 1.0; F to 0. For good standing, the student must maintain a minimum average of 2.0. To graduate, a cumulative average of 2.0 and a final-term average of 2.0 are required as minimums. Of the *free*-elective courses, a maximum of 4 credits each term may be taken on a "satisfactory-unsatisfactory" (S-U) basis.

Students whose term averages are at least 3.3 and who took at least 12 credits of letter grades with no unsatisfactory or incomplete grades are honored by being placed on the Dean's List.

Practice-Credit Requirement

As part of degree requirements, each undergraduate enrolled in the School of Hotel Administration must complete a specific set of practice-credit requirements. These requirements are set forth in the Practice Credit Work Handbook for Undergraduates in the School of Hotel Administration. The school registrar distributes copies of this document upon request to enrolled students.

A limited number of upperclass students are encouraged to enroll in management-intern programs that entail six to eight months of on-the-job managerial instruction and experience. For the details on these programs, see the section "Directed Study" on the following pages.

Course Requirements for Graduation

<i>Required courses</i>	<i>Credits</i>
Organization Management: Hotel Administration 103, 303, 403	9
Human-Resources Management: Hotel Administration 211, 212	6
Financial Management: Hotel Administration 225, 226, 325	10
Food and Beverage Management: Hotel Administration 135, 235, 335	12
Marketing and Tourism: Hotel Administration 243	3
Properties Management: Hotel Administration 255, 355	6
Communication: Hotel Administration 165, 365	6
MIS/Computers: Hotel Administration 174	3
Law: Hotel Administration 387	3
Quantitative Methods: Hotel Administration 191	3
Economics: Economics 101, 102	6
<i>Specifically required credits</i>	67
<i>Concentration</i>	12
<i>Distributive electives</i>	18
<i>Free electives</i>	23
Total credits required for graduation	120

UNDERGRADUATE PROGRAM OF STUDY

The undergraduate curriculum of the School of Hotel Administration is continually being revised and expanded. In some cases, the numbers of old and new courses overlap. Students are reminded that the most accurate information regarding courses offered during any given semester—including meeting times—may be found in the supplement issued for that semester by the school's registrar (255-4990).

Typical Course Sequences

The following arrangements of courses tend to be more fixed in the freshman and sophomore years, with a greater degree of flexibility characterizing the upperclass years.

Freshman Year

Typically, a freshman schedule will consist of 14 to 16 credits each term, to include the following:

<i>Required courses</i>	<i>Credits</i>
H Adm 103, Principles of Management	3
H Adm 135, Culinary Theory and Practice	4
H Adm 165, Managerial Communication: Writing Principles and Process	3
H Adm 174, Information Systems	3
H Adm 191, Quantitative Methods	3
Econ 101, Microeconomics	3
Econ 102, Macroeconomics	3
Distributive electives	6
Free electives	0-4
	28-32

Sophomore Year

<i>Required courses</i>	<i>Credits</i>
H Adm 211, The Management of Personnel	3
H Adm 212, Human Relations	3
H Adm 225, Financial Accounting	3
H Adm 226, Financial Management	4
H Adm 235, Food and Beverage Management	4
H Adm 243, Principles of Marketing	3
H Adm 255, Facilities Development and Planning	3
Distributive electives	3-6
Free electives	3-6
	29-35

Junior Year

<i>Required courses</i>	<i>Credits</i>
H Adm 303, Organizational Management	3
H Adm 325, Hospitality Financial Management	3
H Adm 335, Restaurant Management	4
H Adm 355, Hospitality Facilities Construction and Operation	3
H Adm 365, Managerial Communication: Interpersonal Relationships in Organizations	3
H Adm 387, Business and Hospitality Law	3
Concentration	6
Free electives	3-6
	28-31

Senior Year

<i>Required courses</i>	<i>Credits</i>
H Adm 403, Integrative Senior Requirement	3
Concentration	6
Free electives	15-26
	24-35

Programs in Special Areas

While completing the required courses leading to the bachelor's degree, undergraduates in the school must also select a concentration: 12 elective credits in a major area of instruction. These include organization management, human-resources management, financial management, food and beverage management, marketing, and properties management.

When the student selects one of these major fields of concentration, he or she should consult the coordinator of instruction in that area during the sophomore year to plan the sequence of elective courses that will best fit his or her program.

A list of elective courses offered in the school's special areas of instruction is provided below.

Elective Courses in Hotel Administration

The following is a list of courses currently offered within the School of Hotel Administration that may, as appropriate, be used in partial or full satisfaction of the free-elective allocation or the requirements for the specified area of concentration.

The first digit of the course number is in general indicative of the level of the course; the second digit indicates the curricular area, according to the following scheme:

First digit

- 1—freshman/introductory
- 2—sophomore
- 3—junior
- 4—senior
- 5—provisional course offering
- 6—undergraduate independent study
- 7—graduate

Second digit

0—organization management

1—human-resources management

2—financial management

3—food and beverage management

4—marketing and tourism

5—properties management

6—communication

7— MIS/computers

8—law

9—other

Organization Management Credits

H Adm 102, Distinguished Management Lectures 1

H Adm 203, Club Management 2

H Adm 304, Rooms-Division Management—Front Office and Reservations 2

H Adm 305, Resort and Condominium Management 3

H Adm 306, Franchising in the Hospitality Industry 2

H Adm 401, Seminar in Management Principles 2

H Adm 402, Hospitality-Management Seminar 1

H Adm 404, Management Organization of the Small Business 3

H Adm 405, Management Planning for the Hospitality Industry 3

H Adm 406, Integrated Studies in the Hospitality Industry 3

H Adm 407, Seminar in Hotel Operations 2

H Adm 408, Casino Management 2

H Adm 501, Creative Management for Organizational Change 3

H Adm 502, Airline Management 3

H Adm 600, Undergraduate Independent Study—Organization Management V*

H Adm 601, Management Intern Program I—Operations 6

H Adm 602, Management Intern Program II—Academic 6

H Adm 603, Hotel Ezra Cornell V*

H Adm 700, Graduate Independent Research—Organization Management V*

Human Resources Management Credits

H Adm 313, Training for the Hospitality Industry 3

H Adm 414, Organizational Behavior and Small-Group Processes 3

H Adm 416, Special Studies in the Management of Human Resources 3

H Adm 511, Contemporary Employee Management Issues 2

H Adm 512, Managing Organizational Change and Productivity 3

H Adm 513, Situational Leadership and Organizational Behavior 2

H Adm 610, Undergraduate Independent Study—Human Resources Management V*

H Adm 710, Graduate Independent Research—Human Resources Management V*

H Adm 711, Negotiations in the Service Industry 3

Financial Management Credits

H Adm 120, Survey of Financial Management 2

H Adm 123, Financial Accounting Principles 3

H Adm 321, Hospitality Management Contracts 1

H Adm 322, Investment Management 2

H Adm 323, Real-Estate Finance 3

H Adm 326, Corporate Finance 3

H Adm 328, Advanced Hospitality Managerial Accounting 3

H Adm 421, Internal Control in Hotels 2

H Adm 422, Taxation and Management Decisions 3

H Adm 620, Undergraduate Independent Study—Financial Management V*

H Adm 720, Graduate Independent Research—Financial Management V*

H Adm 724, Analysis and Interpretation of Financial Statements 3

H Adm 729, Hospitality Revenue Management 3

Food and Beverage Management Credits

H Adm 336, Principles of Nutrition 3

H Adm 337, Food Composition and Properties: Chemical and Microbiological Aspects 4

H Adm 338, Nutrition and Fitness in the Resort, Hotel, and Spa Industry 3

H Adm 339, Airline Food-Service Management 3

H Adm 430, Introduction to Wine and Spirits 2

H Adm 431, Seminar in Independent Restaurant Operations Management 3

H Adm 433, Food-Service Management in Business, Industry, and Health Care Facilities 3

H Adm 434, Dessert Merchandising 3

H Adm 435, Selection, Procurement, and Supply Management 3

H Adm 436, Beverage Management 2

H Adm 437, Cultural Cuisines 3

H Adm 530, Seminar on the Restaurant in Society 3

H Adm 532, Seminar on Chain-Restaurant Operations 3

H Adm 533, Current Issues in Food Safety and Sanitation 3

H Adm 538, Gastronomy—Understanding Food-and-Wine-Pairing Principles 2

H Adm 539, Development and Management of Wellness in Business Organizations 3

H Adm 630, Undergraduate Independent Study—Food and Beverage Management V*

H Adm 730, Graduate Independent Research—Food and Beverage Management V*

Marketing and Tourism Credits

H Adm 244, Tourism I 3

H Adm 245, Hotel Sales Management 2

H Adm 441, Advertising Strategies 3

H Adm 444, Tourism II 3

H Adm 449, International Marketing in the Hospitality Industry 3

H Adm 541, Marketing Communications Strategy 3

H Adm 542, Marketing Communications Media 3

H Adm 543, Marketing Research 3

H Adm 544, Services Marketing 3

H Adm 548, Marketing Practices in the Casino Industry 2

H Adm 640, Undergraduate Independent Study—Marketing and Tourism V*

H Adm 740, Graduate Independent Research—Marketing and Tourism V*

H Adm 742, Strategic Marketing Planning in the Hospitality Industry 3

Properties Management Credits

H Adm 256, Insurance and Risk Management 3

H Adm 350, Principles of Real Estate 3

H Adm 351, Hospitality Facilities Design and Analysis 3

H Adm 352, Hotel Planning and Interior Design 3

H Adm 353, Introductory Food-Service Facilities Design 3

H Adm 356, Hospitality Risk Management 3

H Adm 358, Hospitality-Industry Real Estate 3

H Adm 451, Seminar in Properties Management 1

H Adm 453, Advanced Food-Service Facilities Planning and Design 3

H Adm 454, Restaurant Planning 3

H Adm 456, Hospitality Facilities Management 3

H Adm 457, Advanced Development and Construction 3

H Adm 554, Mixed-Use Development 2

H Adm 650, Undergraduate Independent Study—Properties Management V*

H Adm 750, Graduate Independent Research—Properties Management V*

Management Support—Communications Credits

H Adm 266, Intermediate French: Le Français de l'Hotellerie 3

H Adm 267, Intermediate Spanish: Español de Hotelería 3

H Adm 364, Advanced Business Writing 2

H Adm 562, Seminar in Management Communication V*

H Adm 660, Undergraduate Independent Study—Communications	V*
H Adm 760, Graduate Independent Research—Communications	V*
H Adm 761, Organizational Communication for Managers	3
<i>Management Support—MIS/Computers</i>	<i>Credits</i>
H Adm 170, Macintosh Tools	3
H Adm 171, Keyboarding for Managers on the Macintosh	2
H Adm 274, Hotel Computing Applications	3
H Adm 374, End-User Business Computing	3
H Adm 571, Analysis and Design of Information Systems	3
H Adm 572, Development of Decision Support Systems	3
H Adm 670, Undergraduate Independent Study—MIS/Computers	V*
H Adm 770, Graduate Independent Research—MIS/Computers	V*
<i>Management Support—Law</i>	<i>Credits</i>
H Adm 283, Law of Securities Regulation	1
H Adm 385, Law of Business	3
H Adm 486, Historical Development of the Right to Travel (summer only)	3
H Adm 487, Real-Estate Law	2
H Adm 680, Undergraduate Independent Study—Law	V*
H Adm 780, Graduate Independent Research—Law	V*
<i>Management Support—Other</i>	<i>Credits</i>
H Adm 490, Housing and Feeding the Homeless	4
H Adm 690, Undergraduate Independent Study—Management Support (Other)	V*
H Adm 790, Graduate Independent Research—Management Support (Other)	V*

*Variable.

Foreign Languages

Mastery of a foreign language is particularly desirable for students who are planning careers in the hotel or restaurant industries. Foreign language study at Cornell is characterized by small classes and emphasis on the spoken language. Students supplement their course work with study in a well-equipped language laboratory.

Further information on foreign language courses at Cornell, and placement in language courses, may be found in this book in the College of Arts and Sciences program description under the Modern Languages, Literature, and Linguistics section and also under the section Advanced Placement for Freshmen.

GRADUATE CURRICULUM

Candidates for the Master of Science or Doctor of Philosophy degrees should refer to the admission and degree requirements set forth in the *Announcement of the Graduate School*. The student's program is developed with the aid and direction of a special committee chosen by the student from members of the Graduate Faculty. This committee also approves the thesis project.

Candidates for the Master of Professional Studies (M.P.S.) degree pursue one of four tracks in their graduate studies. Students whose undergraduate degrees are in areas other than hotel administration follow track I, for which the required two-year program is set forth below.

The curricula for M.P.S. tracks II and III are specifically designed for each student, based on previous experience and career goals. Students who hold four-year degrees in hotel administration from an institution other than Cornell qualify for the track II curriculum. A minimum of three residence units and 48 credits is required to complete track II. Track II students must take 12 credits in a concentration, 6 credits of monograph, 16 elective credits, and any required courses not yet completed prior to their arrival.

Track III is for students who hold a Bachelor of Science degree in hotel administration from Cornell. Two residence units and 32 credits are required to complete track III. Track III students must take 12 credits in a concentration, 6 credits of monograph, and 14 elective credits.

Track IV is for students who hold a master's degree and have no prior degrees in hotel administration. Three residence units and a minimum of 48 credits are required (if no required courses are exempted, 50 credits may be necessary to complete the program). Track IV students must take 12 credits in a concentration, 6 credits of monograph, prerequisites, and any required courses not yet completed.

All students are required to designate an area of concentration before their next-to-last term.

Each student also writes an investigative report or monograph, under the guidance of an adviser, to meet requirements for the M.P.S. degree.

Required Program for M.P.S. Track I Students

<i>Required courses</i>	<i>Credit</i>
H Adm 705, Business Policy	3
H Adm 718, Advanced Human-Resources Management	3
H Adm 725, Graduate Managerial Accounting in the Hospitality Industry	3
H Adm 726, Graduate Corporate Finance	3
H Adm 731, Graduate Food and Beverage Management	3
H Adm 732, Graduate Operational Food-Production Systems	3
H Adm 741, Marketing Management	3
H Adm 751, Project Development and Construction	3
H Adm 774, Information Systems for Hospitality Managers	3
H Adm 791, Quantitative Methods	3

H Adm 805, M.P.S. Monograph 1	3
H Adm 806, M.P.S. Monograph 2	3
<i>Specifically required credits</i>	36
<i>Concentration credits</i>	12
<i>Free elective credits</i>	16
Total credits required for M.P.S. Track I students	64

DIRECTED STUDY

Independent Research

Students may conduct independent research (directed study) projects in any academic area of the school under the direction of a faculty member. Credit is arranged on an individual basis. Only the first 3 credits of directed study may be credited against concentration credits during the undergraduate years. Additional directed study is credited against free electives. To enroll in an independent research project, students must obtain written permission from the school before course registration.

Management-Intern Program

This program is open only to upperclass students. Students accepted into the program earn 12 credits, which can be applied as hotel electives or as free electives. With faculty approval some credits might be applied toward a concentration. Students enrolled in this program have an opportunity to combine managerial readings and previous course work with challenging work experience. Application for admission should be made one semester in advance. Guidance is provided by school staff members under the direction of a faculty committee. Management-intern positions are available at many locations worldwide, including several on the Cornell campus. Students receive both academic credit and practice credit, and appropriate financial remuneration for the period of the program. The student is charged reduced tuition.

Study Abroad

Programs providing an opportunity to study in a foreign country and develop an awareness of the international component of the hospitality industry can contribute to each student's total educational experience. Students in recent years have studied in Italy, Spain, France, and England. Information on the many study-abroad programs operating during the summer and academic year is available at the University Career Center (in Sage Hall).

Students should discuss their plans with the school's study-abroad representative, Professor William Kaven, so that all petition and credit-evaluation procedures are followed.

ORGANIZATION MANAGEMENT COURSES

102 Distinguished Management Lectures
Fall. 1 credit. Limited to hotel school students except by written permission. Elective.

Lec 01. F 1:25. Dean J. J. Clark.

A series of lectures given by nonresident speakers prominent in the hotel and restaurant industries and allied fields. Topics include career ladders, company profiles, and business-policy formulation.

103 Principles of Management
Fall. 3 credits. Limited to hotel school freshmen. Required.

Lec 01. T R 9:05; labs TBA. T. Cullen.

A systems approach to understanding the nature of management in the hotel and restaurant industry.

103S Principles of Management

Fall. 3 credits. Limited to DUS students, non-hotel school students, and transfer students. Required for transfer students.

Lec 01. T R 9:05; labs TBA. R. M. Chase.

A systems approach to understanding the nature of management in the hotel and restaurant industry.

203 Club Management

Fall, 7 weeks only. 2 credits. Elective.

Lec 01. M 2:30-6. R. James.

The private-membership club and how it differs from other forms of business in the hospitality industry. Topics include constitution and by-laws issues, administration and interface with board of directors and committees, recreation management, labor management, and marketing of major tournaments.

303 Organizational Management

Fall or spring. 3 credits. Limited to 65 students. Required.

C. Lundberg.

This course focuses on the design, development, and appropriateness of organizational systems, processes, and structures from a managerial perspective. Students will become familiar with alternative hospitality organizations through readings, case studies, and field experiences.

304 Rooms-Division Management—Front Office and Reservations

Fall, second 7 weeks only. 2 credits. Elective.

Lec 01. F 1:25-5. S. Weisz and visiting lecturers.

An introductory course concentrating on the fundamentals of rooms-division management. Areas of concentration include front-desk operations and the reservations, housekeeping, and telephone departments. Particular emphasis on selling strategies, forecasting, rate efficiencies, labor management, and guest relations.

305 Resort and Condominium Management

Fall. 3 credits. Not open to freshmen. Elective.

Lec 01. T R 10:10-11:25. M. A. Noden.

A lecture course in the operation of resort hotels and condominiums. Resorts of various types, seasons, and economic levels are considered. Emphasis is on the promotion of business, the provision of facilities, services, and guest entertainment. Contract and noncontract relationships with the travel industry are reviewed. Terminology, rental-pool agreements, S.E.C. regulations, state

statutory requirements, developer-management-owner contracts, and relationships in condominiums are reviewed. Tax implications of both condominium ownership and management are fully considered.

306 Franchising in the Hospitality Industry

Spring, weeks 1-7. 2 credits. Elective.

Lec 01. M 1:25-5. D. E. Whitehead.

Relationships between franchisor and franchisee, advantages and disadvantages of franchising, structure and services offered by franchisors. Case studies of leading motor-inn and restaurant companies currently offering franchises will be discussed. Guest speakers from the franchising industry.

401 Seminar in Management Principles

On demand (see the registrar at the hotel school). 2 credits. Limited to 20 seniors and graduate students. Elective.

Faculty.

This course uses the case-study approach, and each student prepares a comprehensive analytical report, based on previous work, for class discussion and analysis. Sufficient time is given during the first few weeks of the course to review management principles and concepts and thus give the student an understanding of the type of report he or she is to prepare and of the analysis required during the discussion period.

402 Hospitality-Management Seminar

Fall. 1 credit. Limited to 20 seniors and graduate students. Elective.

Dean J. J. Clark and guest speakers.

A weekly meeting with the H Adm 102 speaker of the week. The subject matter varies from week to week, depending on the area of expertise of the speaker. The class is relatively unstructured, and students are expected to ask questions and enter into discussion.

403 Integrative Senior Requirement

Fall or spring. Required.

Faculty.

The Integrative Senior Requirement ensures that hotel students have an interdisciplinary overview of hospitality-industry operations prior to graduation. Courses 404, 405, 406, 407, and 431 provide this overview, and any one of them will satisfy the course requirement. The credit earned by the student is the credit assigned to the course selected.

404 Management Organization of the Small Business

Fall or spring. 3 credits. Limited to 20 juniors, seniors, and graduate students. Prerequisite: H Adm 325 or equivalent. Elective.

Lec 01. T 2:30-4:25, R 2:30.

P. Rainsford.

The course focuses on the entrepreneur and the decisions made in planning, financing, developing, and operating a new business venture. Case studies and guest speakers will be used. There will be one major term project, which will require the application of the course material to a field consulting project that will result in written and oral reports to the owner of the business and the Small Business Administration.

405 Management Planning for the Hospitality Industry

Spring. 3 credits. Limited to 25 hotel school students. Prerequisites: all required undergraduate courses at the 100, 200, and 300 levels. Elective.

Lec 01. T R 10:10-11:25. T. Cullen.

The integration and application of management concepts, theories, and practices to actual business situations. The focus is on management planning in a competitive hotel-industry environment.

406 Integrated Studies in the Hospitality Industry

Fall or spring, weeks 1-7. 3 credits. Limited to 18 seniors and graduate students. Elective.

Lec 01. T R 10:10, W 7-9 p.m.

R. M. Chase.

Analysis of case studies involving issues of business strategy, human relations, administration, marketing, and finance. Students will apply course principles through participation in a restaurant-management simulation exercise. Student groups will make presentations to guest critics.

407 Seminar in Hotel Operations

Spring. 2 credits. Limited to 30 seniors and graduate students. Estimated cost of field trip, \$100. Elective.

Lec 01. W 11:15, F 11:15-1:10.

L. Weaver, D. Jameson.

Management theory and practice of hotel operations. How to inquire carefully into real hotel situations will be a major focus of this course. Students will be actively involved in writing and discussing cases on current operations issues.

408 Casino Management

Fall or spring, weeks 1-7. 2 credits. Limited to 45 hotel school students. Prerequisite: H Adm 325. Estimated cost of field trip, \$150. Elective.

Lec 01. M 7:30-10 p.m. D. Whitehead.

Topics include the importance of casino operations with a casino hotel and the communication network between the casino and all other departments of the hotel. A field trip to an Atlantic City casino is required.

[501 Creative Management for Organizational Change

Spring. 3 credits. Limited to 24 students. Not offered 1989-90. Elective.

Faculty.

Through lectures, exercises, and group problem-solving sessions participants will analyze the characteristics of creative people and organizations, obtain an inventory of their own creative ability, examine blocks to creativity and ways to overcome them, discuss methods for leading creative problem-solving meetings, analyze strategies for producing organizational change, and apply creativity techniques to actual work problems.]

[502 Airline Management]

Spring. 3 credits. Prerequisites: H Adm 211 and 212 or written permission of instructor. Not offered 1989-90. Elective.

M. Noden.

This course focuses on the airline industry and explores both pre- and post-regulatory climates. Emphasis is on dynamic organizational change in response to fluctuating economic and legal conditions. Topics include business organization, comparative corporate strategies, marketing and distribution networks, operation and service management, union relations, finance, government regulation, and air transport. Case studies will be used and guest lecturers will provide additional insights into the dynamics of airline management. Using the computer-based management simulation called AIRLINE, student teams will manage a regional carrier.)

601 Management Intern Program I—Operations

Fall, spring, or summer. 6 credits. Must be taken in conjunction with H Adm 602. Independent research. Elective.

602 Management Intern Program II—Academic

Fall, spring, or summer. 6 credits. Must be taken in conjunction with H Adm 601. Independent research. Elective.

603 Hotel Ezra Cornell

Fall or spring. Variable credit (maximum, 3). Prerequisite: written permission. Independent research. Elective.

Faculty.

Elected board members of Hotel Ezra Cornell may receive credit for developing, organizing, and managing the April "hotel-for-a-week-end."

705 Business Policy

Spring. 3 credits. M.P.S. requirement.

Lec 01. T R 1-2:15. T. Cullen.

The integration and application of management concepts, theories, and practices to actual business situations. The course focuses on strategic planning and on strategy and policy implementation in the hotel and restaurant industry.

HUMAN-RESOURCES MANAGEMENT COURSES

211 Human-Resources Management

Fall or spring. 3 credits. Limited to 100 hotel school students, no freshmen or graduate students. Labs limited to 18 students each. Prerequisite: H Adm 103. Required.

Lec 01. M W 10:10-11:25. R. Eder.

An introduction to and survey of the personnel function and the human-resources-management function. How organizations plan, staff, motivate, evaluate, and develop employees to enhance productivity, advance the quality of work life, and ensure legal compliance in the management of employee relations. Topics include human-resource planning, job analysis, recruitment, selection, administration, and labor relations.

211S Human-Resources Management

Fall or spring. 3 credits. Limited to 100 non-hotel school students, no freshmen. Elective.

Lec 01. M W 8:40-9:55; labs TBA.

M. Eller.

An introduction to and survey of the personnel function and the human-resources management function. How organizations plan, staff, motivate, evaluate, and develop employees to enhance productivity, advance the quality of work life, and ensure legal compliance in the management of employee relations. Topics include human-resource planning, job analysis, recruitment, selection, administration, and labor relations.

212 Human-Relations Skills

Fall or spring. 3 credits. Limited to 100 students, no freshmen. Required.

Lec 01. M 7-10 p.m. H. Kramer.

Discussion and practice of human-relations skills necessary for managing people. Topics include supervising, motivating, and communicating with employees; leading effective meetings; conducting creative problem-solving sessions; and time and stress management. Analysis of individual leadership skills and interpersonal and intergroup process skills will be emphasized.

313 Training for the Hospitality Industry

Spring. 3 credits. Limited to 24 students.

Prerequisite: H Adm 211. Elective.

Lec 01. T R 8:40-9:55. Faculty.

Training is a fundamental responsibility of hospitality managers and a primary solution to human-resource management problems. The training function within the hospitality industry will be analyzed, and a training and employee development model will be presented. Related subjects such as learning theories, task analysis, the writing of objectives, training methods, and program evaluation will be covered at both the conceptual and experiential levels. Students will gain experience designing and implementing a training program for a hospitality organization.

414 Organizational Behavior and Small-Group Processes

Fall or spring. 3 credits. Limited to 30 hotel school juniors, seniors, and graduate students by written permission of the instructor. Elective.

Lec 01. 7-10 p.m. R. Morano.

Applications of organizational behavior principles will be explored through lectures, case studies, and management games and exercises. Students will participate in experiential laboratories aimed at enhancing their effectiveness as members or leaders of groups. Topics that will be studied include leadership, decision making, motivation, power, and organizational change.

416 Special Studies in the Management of Human Resources

Spring. 3 credits. Limited to seniors and graduate students, and others with permission of instructor. Prerequisite: H Adm 211. Elective.

Lec 01. T 2:30-5. Faculty.

This course surveys broad, comprehensive human-resources management policy areas (employee relations, staffing, reward systems, and work-system design) from the strategic perspective of the general manager. Case studies and industry guest speakers are utilized. In addition to diagnosing and formulating strategic management-action plans, current trends, essential competencies, and related research developments are examined.

511 Contemporary Employee Management Issues

Fall. 2 credits. Elective.

Lec 01. W 12:20-5:30. A. Formicola.

A seminar course addressing issues affecting industry in general, but with particular emphasis on the service industry. Topics range from wage systems to sexual harassment. The course is for undergraduate students with management career goals who wish to understand the issues facing management in a constantly changing work force and environment.

512 Managing Organizational Change and Productivity

Spring. 3 credits. Limited to juniors, seniors, and graduate students. Elective.

C. Lundberg.

The critical issue facing managers today is how to cope with the endless barrage of socio-technological changes that confront them daily. Effective leaders must be able to plan and implement strategies that will enable changes to be realized in organizational development processes. This course will emphasize managerial and consulting techniques to identify and bring about changes in organizations and will provide hands-on practice in the design of an improvement program as a mechanism for organizational development.

513 Situational Leadership and Organizational Behavior

Spring. 2 credits. Limited to juniors, seniors, and graduate students. Elective.

Faculty.

How managers can successfully accomplish the goals of the organization through the efforts of employees. Emphasis will be on recent theories of motivation, behavior, and leadership, with direct application to the hospitality industry. Students will learn the basics of situational leadership and be able to apply this knowledge to managerial positions.

711 Negotiations in the Service Industry

Fall or spring. 3 credits. Limited to 40 juniors, seniors, and graduate students. Elective.

Lec 01. T R 8:40-9:55. E. Brooks.

The course examines the roles of managers as negotiators, both within the organization and for the organization. There will be discussion of planning and preparations, tactics, strategies, trends, power, timing, persuasion, the win-win concept, and developing alternatives. Cases are used and there will be opportunity for participation in both individual and team negotiations.

718 Advanced Human-Resources Management

Fall. 3 credits. Limited to 30 hotel school students, and non-hotel school graduate students as space permits, or by permission of instructor. Prerequisite: H Adm 211, an I/O psychology course, or equivalent. Required.

Lec 01. M W 1-2:15. C. Lundberg, R. Eder.

The focus will be on development of human-resource management skills and exploration of the dilemmas and responsibilities of leadership. Students will gain insight into their patterns of management behavior by integrating conceptual material with management games and simulations, interaction analysis, and constructive feedback. Industry executives will evaluate students' management skills in a student-designed assessment center.

FINANCIAL MANAGEMENT COURSES**120 Survey of Financial Management**

Fall or spring. 2 credits. Limited to students outside the hotel school. Elective.

Lec 01. 2:30-4:25. Faculty.

A survey of accounting principles, financial statements, cash forecasting, and cash budgeting, and an introduction to financial analysis. Intended for students who desire a general knowledge of the language of business and finance.

123 Financial Accounting Principles

Fall or spring. 3 credits. Limited to students outside the hotel school. Elective.

Lec 01. T R 2:30-4:25. Faculty.

An introduction to the basic principles of accounting, involving transaction analysis, flow of accounting data to the financial statements, and careful consideration of accounting for revenues, expenses, assets, liabilities, and owner's equity.

125 Finance

Fall or spring. 3 credits. Limited to students outside the hotel school.

Lec 01. M W 1:25. Faculty.

An objective study of the financial function in a profit-oriented enterprise. Important concepts include cash flow, the time value of money, and capital budgeting. Emphasis is on the analysis of accounting information, problem solving, and decision making.

225 Financial Accounting

Fall. 3 credits. Limited to hotel school students. Required.

Lec 01. T R 12:20; labs TBA.

D. H. Ferguson.

The basic principles of accounting, including transaction analysis, flow of accounting data to the financial statements, and careful consideration of accounting for revenues, expenses, assets, liabilities, and owner's equity.

226 Financial Management

Spring. 4 credits. Limited to hotel school undergraduates. Limited to 50 students per lab. Prerequisite: H Adm 225 or equivalent. Required.

Lec 01. T R 2:30-4:25; labs TBA.

S. A. Carvell, A. N. Geller.

The course will facilitate a broad understanding of both managerial accounting and finance. The overall objective is to develop skill in using accounting information for managerial planning, control, and evaluation and to learn to incorporate accounting knowledge into a framework for short-term

and long-term financial decision making. Topics will include budgeting, current asset management, financing, capital budgeting, cost of capital, and problems in international finance and accounting.

321 Hospitality Management Contracts

Spring, last 7 weeks. 1 credit. Elective.

Lec 01. R 10:10-12:05. J. Eyster and guest lecturers.

The negotiation and administration of hospitality management contracts are discussed with major emphasis on contract concerns of owners and operators, financial assessment of owner and operator returns, development of negotiation strategies, and alternative forms of operating agreements.

322 Investment Management

Fall or spring. 2 credits. Limited to juniors, seniors, and graduate students. Elective.

Lec 01. R 2:30-4:25. A. Arbel.

The course covers institutional and analytical aspects of security analysis and investment management: securities markets, sources of investment information, bonds and stocks valuation, risk-return analysis, behavior of security prices, portfolio analysis, and portfolio management. The course also covers the capital asset pricing theory, the generic stock investment strategy, and the screen-to-profile approach and their practical implications for security analysis and investment management. Computer-assisted analysis is discussed and applied in a realistic manner, using large databases and interactive screening computer packages. No previous knowledge of computers is required. Students are required to participate in an investment game in which they select and manage large portfolios under real-life conditions.

323 Real-Estate Finance

Spring. 3 credits. Prerequisite: H Adm 325 or equivalent. Elective.

Lec 01. M W 12:20-2:15. J. Eyster.

Methods of analyzing real-estate returns for both owners and lenders and various equity and debt structures, to include: joint ventures; limited partnerships; syndications; construction mortgages; "permanent" debt financing vehicles, to include participating, convertible, seller-financial, and government-assisted loans and mortgages; work-out strategies for distressed properties; and analysis of various forms of operating agreements, to include management contracts, leases, franchises, and referral agreements. Presentations by hospitality-industry real estate practitioners will tie course material to current industry practices.

325 Hospitality Financial Management

Fall. 3 credits. Required.

Lec 01. T R 8:40-9:55. J. Eyster.

The course integrates the areas of financial accounting, managerial accounting, and finance and applies the interpretive and analytical skills of each to hospitality-industry situations. Specific topics include uniform system of accounts, revenue and expense tracking and internal control, accounting systems, ratio and comparative analysis, capital budgeting decision making, equity and debt-financing structures, and operating agreement forms. Students analyze hospitality operations and projects using the above techniques and present their findings in management report form.

326 Corporate Finance

Fall. 3 credits. Limited to juniors and seniors. Prerequisite: H Adm 222 or equivalent.

Elective (concentration requirement).

S. A. Carvell.

In-depth analysis of corporate financial management, including financing alternatives and capital structure decisions, cash management, capital budgeting decisions, risk analysis, and working-capital management.

328 Advanced Hospitality Managerial Accounting

Spring. 3 credits. Prerequisite: H Adm 225 and 226 or equivalent. Elective.

Lec 01. M W 10:10-11:25.

D. H. Ferguson.

Emphasis is on the use of accounting information for managerial planning, control, analysis, and evaluation. The coverage will include the principles of managerial accounting, cost allocation, management control, models for decision making, and the special topics of joint products and by-products, transfer pricing, responsibility accounting, and performance measurement. The course explores the application of managerial accounting concepts to the hospitality industry. Case studies will be used.

421 Internal Control in Hotels

Spring. 2 credits. Limited to 30 juniors, seniors, graduate students, and others who have permission of the instructor. Prerequisite: H Adm 325 or 725, or equivalent. Elective.

Lec 01. T R 12:20. A. N. Geller.

Discussion of problems encountered in distributing the accounting and clerical work in hotels and restaurants so as to provide a good system of internal control. Study of many actual cases of the failure of internal control and the analysis of the causes of the failure. Practical problems and actual techniques of functioning systems of internal control are examined.

422 Taxation and Management Decisions

Fall. 3 credits. Limited to 50 juniors, seniors, and graduate students. Elective.

A. J. Sciarabba.

An introduction to tax advantages and disadvantages of various organizational structures, including corporations, partnerships, and Subchapter S corporations; financial-information reporting to tax authorities and shareholders and how they differ; use of depreciation methods to achieve tax reductions; syndication techniques; and the role tax laws play in promoting private investment and development.

724 Analysis and Interpretation of Financial Statements

Fall. 3 credits. Limited to seniors and M.P.S. students. Elective.

A. N. Geller.

The course covers the financial accounting issues that are encountered in reporting the results of operations for corporate enterprises. Accounting principles as well as future extensions will be explored and discussed. Emphasis will be on the components of financial statements, how and why they are reported, and their impact on the overall financial position of the firm and its acceptance in capital markets. The underlying objective of the financial statement expertise will be to analyze a firm as a whole and interpret that analysis. Emphasis will be on both outsiders' views of the company and decision making through interpretation of the statements.

725 Graduate Managerial Accounting in the Hospitality Industry

Fall. 3 credits. M.P.S. requirement.

A. N. Geller.

Hotel and restaurant accounting systems that provide decision-making information to management are reviewed. Methods of operational analysis for hospitality properties are evaluated and utilized to include ratio, comparative, and cost-volume-profit analyses. Other topics include internal control, operational budgeting, and the use of feasibility studies in long-term capital-budgeting decisions. The student's ability to communicate analytical results through the use of management letters is emphasized.

726 Graduate Corporate Finance

Spring. 3 credits. Limited to graduate students. Prerequisite: H Adm 726. Recommended: knowledge of algebraic techniques and elementary statistics (students who have not recently had a statistics course are urged to study review books in mathematics and elementary statistics). M.P.S. requirement.

Lec 01. T R 10:10-12:05. A. Arbel.

An introduction to the principles and practices of business finance, including the development of theory and its application in real-life projects. Topics include risk analysis, valuation concepts, capital budgeting, cost of capital, capital structure, dividend policy, long-term financing, financial planning, short- and intermediate-term financial management, and mergers and consolidations. Computer-assisted decision support models are applied in a realistic manner using interactive packages. The course assumes knowledge of quantitative techniques and basic statistics.

729 Hospitality Revenue Management

Fall. 3 credits. Limited to graduate students and a limited number of undergraduates with written permission of instructor. Prerequisite: a background in economics and marketing or finance. Elective.

A. Arbel.

New techniques in hotel and restaurant pricing policies, which include pricing theory as applied to the service industry, the ideal pricing system, and the concept of revenue management. Also included is the implementation of revenue management: the diagnostic system, the cost side, the demand side, the simultaneous solution, multi-pricing systems, market segmentation, product differentiation, price discrimination, the feedback mechanism, and update and control. New computer programs for revenue and yield management will be critically evaluated.

FOOD AND BEVERAGE MANAGEMENT COURSES

135 Culinary Theory and Practice

Fall or spring. 4 credits. Required.

Lec 01. M 2:30-3:45, F 8:40-9:55; labs TBA. T. Neuhaus, T. O'Connor, B. Richmond.

This course is designed to introduce the student to food and beverage operations through three major components: fundamental food composition and properties, food products and preparation, and food-service sanitation. Students will research recipes, prepare menus and production schedules, and evaluate the quality of final products. The course also presents food and beverage operation types, their associated menus, and dishes and preparation techniques that distinguish them.

235 Food and Beverage Management

Fall or spring. 4 credits. Limited to hotel school students. Prerequisite: H Adm 135. Required.

Lec 01. W F 10:10-12:05; secs TBA. D. Romm.

An introduction to the principles of food and beverage management, beginning with an overview of the food and beverage industry at large. Attention is focused on major industry segments and current trends. The applicability of service management concepts is examined. Subsequently, detailed consideration is given to the components of the food-service delivery system: marketing, menu planning, logistical support, production, service, controls, and quality assurance. Product and systems differentiation in various industry segments are emphasized throughout.

335 Restaurant Management

Fall or spring. 4 credits. Prerequisites: H Adm 135 and 235. Approximate cost of utensils and manual, \$60. Required.

Lec 01. M 10:10-12:05; labs TBA. T. Kelly, R. White, G. Pezzotti.

A restaurant-management course in which each student participates as a manager of a fine-dining operation. Lectures cover the general management function of restaurant operations, including such topics as restaurant analysis, the consumer's view of the dining experience, and computer applications in the restaurant environment. Case studies dealing with actual restaurant issues will require the student to draw on the materials learned in previous courses. All aspects of production and service in a fine-dining setting will be demonstrated, discussed, and, to a great extent, experienced. The laboratory includes an extensive hands-on managerial experience as well as providing an opportunity for the student to become familiar with the various line positions in the restaurant. As manager, the student is required to prepare a complete planning and summary report. Students are required to provide their own French knife, paring knife, corkscrew (screwpull or captain's), and meat thermometer, as well as portions of the service-production uniforms.

336 Principles of Nutrition

Fall. 3 credits. Prerequisites: H Adm 135 and 235, and corequisite 337, or permission of instructor. Elective.

M. Tabacchi.

Designed especially for students interested in the nutritional aspects of the restaurant industry, particularly health spas and hotels that emphasize nutrition and fitness. The nutrient composition of fresh and processed foods, nutrient handbooks, recommended daily allowances, dietary goals as related to restaurants, nutrition labeling, additives, special diets, fad diets, and weight control are studied. The laboratory sessions emphasize creative production of high-quality, nutritious food. The uses of nutrients and nutrient interactions are emphasized. An excellent elective for upper class and graduate students.

337 Food Composition and Properties: Chemical and Microbiological Aspects

Fall or spring. 4 credits. Prerequisites: H Adm 135 and 235 (may be taken as a corequisite). Elective.

T. Neuhaus, B. Richmond.

A study of the chemical and microbial properties of raw and cooked foods used and served in the food-service industry. Lectures cover the chemistry of water, carbohydrates, fats, and proteins in relation to food groups. Labs provide the opportunity to produce menu items and to relate food-production techniques to material presented during lectures. Emphasis is placed on development of the student's sensitivity to flavor, texture, aroma, and appearance, and on awareness of food safety. The course ends with a study of convenience foods and the additives used to prolong shelf life and improve handling.

338 Nutrition and Fitness in the Resort, Hotel, and Spa Industry

Spring. 3 credits. Limited to juniors, seniors, and graduate students. A previous course in nutrition or food science is helpful but not required. Elective.

Lec 01. M W 9:05; labs TBA.

M. Tabacchi.

Especially designed for students who are interested in the fitness and nutrition trend in private restaurants, resorts, and hotels. This course will also include the benefits of exercise, fitness, and nutrition as they affect the individual. Nutritious menu design and the design of fitness programs, equipment, and facilities will be emphasized. Personnel required and legal, medical, and managerial implications will be discussed. Guest speakers from various spas, wellness centers, and fitness centers will be included.

339 Airline Food-Service Management

Fall. 3 credits. Prerequisite: H Adm 235, or coregistration in H Adm 235 and 437, or permission of instructor. Field trip expenses, \$250 maximum. Elective.

M. Tabacchi.

This course provides students with industry-specific information for career-planning purposes. Case studies are included. A field trip to an airline's hub city enables students to visit a flight kitchen, a vendor, an airline company, and a distributor. Guest speakers representing various sectors of the industry (airline food and beverage managers, entrepreneurs who provide goods and services to the industry, and in-flight feeding and catering companies) are included.

430 Introduction to Wine and Spirits

Fall or spring. 2 credits. Limited to hotel school juniors and seniors, and seniors and graduate students in all other colleges. All students must be 21 years old. S-U grades only. Elective.

Lec 01. W 2:30-4:25. S. A. Mutkoski, C. Muller, B. Lang.

An introduction to the major wine-producing regions of the world and what the consumer needs to know to purchase wine, spirits, and beers at retail outlets and in a restaurant setting. Lecture topics will include flavor components in wine, pairing wine and food, responsible drinking, selecting quality and value wine, and wine etiquette. Samples from a variety of countries, regions, and vineyards will be evaluated.

(Preregistered students who do not attend the first class and fail to notify the course secretary of their absence are automatically dropped from the instructors' records. The student must then follow the normal drop procedure in his or her school.)

431 Seminar in Independent Restaurant Operations Management

Fall or spring. 3 credits. Limited to 12 students. Prerequisite: written permission of instructor. Five field trips required; maximum total cost, \$250. Elective.

T. J. Kelly.

The course is designed for students who have a strong interest in food and beverage operations and who may be considering a career as an entrepreneur. Under the supervision of the instructor, and using student-developed case studies, the students will visit and analyze various independently owned restaurant operations. Analysis will cover, but will not be limited to, the restaurant's concept and market, organization, ownership, management, physical structure, staff, front-of-the-house operations, back-of-the-house operations, and fiscal integrity. Readings relevant to current topics in the restaurant industry will be required. Classes will alternate weekly between field trips and seminar/case presentations.

433 Food-Service Management in Business, Industry, and Health Care Facilities

Spring. 3 credits. Limited to 25 students. Prerequisite: H Adm 235 or equivalent. Elective.

Lec 01. W F 10:10-11:40. T. O'Connor. This course is designed to explore and analyze the food-service management in business, industry, and health-care facilities, such as in office and industrial complexes, airline catering, educational institutions, contract companies, and hospital and extended-care facilities. Characteristics of organizational structures, human-resource needs, controls, systems design, specialty equipment, and government regulations will be presented. Course work involves readings, small investigative projects, discussions, and local site visits.

434 Dessert Merchandising

Spring. 3 credits. Prerequisite: H Adm 135. Elective.

Lec 01. R 9:05; lab R 12:20-5:30. T. Neuhaus.

A hands-on course providing exposure to a variety of breads, pastries, cakes, and other desserts. The student develops production skills and an appreciation of quality and, by the end of the course, should be able to estimate the resources and time required for producing a particular recipe.

435 Selection, Procurement, and Supply Management

Fall or spring. 3 credits. Limited to 30 students. Prerequisite: H Adm 235 or 731. Elective.

Lec 01. T 10:10-12:05; lab 01 R 10:10-12:05; lab 02 W 2:30-4:25. G. Norkus, R. Spies.

The objectives of this course are to assist the student in developing, understanding, and applying concepts of purchasing and supply management, and to show how to establish and professionally manage such a system.

436 Beverage Management

Spring. 2 credits. Limited to 30 hotel school students. Prerequisite: H Adm 430. Elective (concentration requirement).

Lec 01. W 10:10-12:05. S. A. Mutkoski, C. Muller, B. Lang.

This course is designed to meet the needs of upperclass students interested in food and beverage management, specifically dealing with the current responsibilities of the service of alcoholic beverages. Lectures will develop skills and awareness of Dram shop; staff training and responsible customer control; beverage pricing; food and wine pairings; wine-list development; purchasing, storage, and service; wine regions; cost controls and loss prevention; and creative beverage merchandising. Numerous guest lecturers will highlight industry trends and outlooks. Advanced tastings will be conducted during class.

437 Cultural Cuisines

Fall. 3 credits. Limited to 20 students. Prerequisite: H Adm 135, 165, or equivalent. Elective.

T. O'Connor.

This seminar will explore various cuisines in terms of history, life-style, and foods peculiar to a culture. Through readings, research, and meal preparation, students will explore various cuisines in depth. The goal of the course is to develop an awareness of several international cuisines, enabling students to make comparisons and draw relationships among foods of different cultures. Each student will be involved in research reports, oral presentations, and designing and orchestrating the preparation of menus.

530 Seminar on the Restaurant in Society

Spring. 3 credits. Elective.

Lec 01. M W 10:10-11:25. D. Romm.

This seminar looks at the restaurant from a broad social perspective. Topics addressed will be the historical development of the restaurant; cultural, social, and psychological factors affecting the customer and server; the social world of the restaurant; and the place of the restaurant in contemporary society. Relevant implications for both management and consumer are also discussed. Students will undertake research projects as part of their participation in the course.

532 Seminar on Chain-Restaurant Operations

Fall. 3 credits. Prerequisite: H Adm 235 or permission of instructor. Additional cost for field trips. Elective.

D. Romm.

Chain restaurants account for 40 percent of food-service industry sales and 50 percent of customer traffic. After reviewing the history and development of chain restaurants, the course will concentrate on service and operations-management issues. Strategies of marketing, expansion, and diversification are discussed. Chains from different industry segments will be compared. Topics include corporate versus unit-level priorities and responsibilities, marketing, site selection, menu planning, product development, production planning, facility and equipment design, and recruitment and training. Students will conduct research projects on individual chains and report back to the class. The course will include field trips.

533 Current Issues in Food Safety and Sanitation

Spring. 3 credits. Limited to juniors, seniors, and graduate students. Prerequisite: H Adm 135, 235, 731, 173, or permission of instructor. Elective.

Lec 01. W 12:20, F 11:15-1:10.

B. Richmond.

A study of current issues in food safety and sanitation procedures and regulations that affect managerial decisions in food service and hospitality operations. Topics include risk assessment and hazard analysis; legal responsibilities related to food, food handlers, and equipment and facilities; food-borne illness and other public-health concerns; and certification and training. Preparation for NIFI/NRA certification and the Food Protection (ETS) certification exam is offered with this course. The exam is optional.

538 Gastronomy—Understanding Food-and-Wine-Pairing Principles

Spring. 2 credits. Limited to 20 hotel school seniors and graduate students. Elective.

Lec 01. T 7-9 p.m. B. Lang.

A hands-on class enabling students to study and taste regional varietal wines and to understand wine-and-food-pairing principles. Topics include an overview of the present wine industry's response to current and pending legislation, the necessity of marketing wine (via wine lists) through its relationship with food, creative theme dinners, and on-premise merchandising. Students design, organize, and present a wine and food tasting; develop wine and food promotional events; and critique a restaurant's wine list and menu.

539 Development and Management of Wellness in Business Organizations

Spring. 3 credits. Limited to juniors, seniors, and graduate students. Elective.

Lec 01. T R 8:40-9:55. M. Tabacchi. The course encourages future business professionals to emphasize and manage wellness and preventive medicine in the work place. Students learn how to design, implement, and evaluate a comprehensive wellness program in an organization. Case studies and guest speakers from the industry address the issues of diagnosing the employee population, sustaining employee participation, evaluating the cost/benefit aspects of a wellness program, and choosing alternative health-insurance strategies. The stressors that may cause illness in the work place, as well as lifestyle factors affecting health, are also examined.

731 Graduate Food and Beverage Management

Fall. 3 credits. Limited to hotel school graduate students. Estimated cost of field trip, \$150. M.P.S. requirement.

S. A. Mutkoski, C. Muller. The technical, managerial, and human-resources skills needed to be successful in food-service management. Topics such as market analysis, concept development, menu planning, operations management, and marketing are addressed in a seminar format.

732 Graduate Operational Food-Production Systems

Fall or spring. 3 credits. Limited to hotel school students. Prerequisite: H Adm 731. Estimated expense for clothing and utensils, \$95. M.P.S. requirement.

Prod. lab F 2:30-closing; Tech. lab R 2:30-5:30. D. Romm, R. Spies. A food and beverage management course in which the class operates a fine-dining restaurant. The production lab allows students to rotate through the various line positions of a restaurant operation. In turn, each student serves as the manager with responsibilities for menu planning, marketing, pricing, scheduling, and profit-and-loss analysis. In the techniques lab, students are introduced to selected topics in applied food and beverage management. These include wines and wine service; basic culinary procedures; handling and carving meats and fowl; seafood; pasta; and pizza.

MARKETING AND TOURISM COURSES

243 Principles of Marketing

Fall or spring. 3 credits. Not open to freshmen. Required.

Lec 01. T R 10:10-11:25. W. H. Kaven. This course is intended to provide the undergraduate hotel administration student with an overview of the discipline of marketing as it applies to the hospitality industry. The primary aim is to understand how a marketing strategy is devised, especially the interrelationship of company objectives, internal resources, and the external operating environment. A second aim is to show how the special nature of services affects the development of marketing strategies in the hospitality industry.

244 Tourism I

Fall. 3 credits. Not open to freshmen. Elective.

M. A. Noden. An introductory course in the study of tourism. The origins and evolution of contemporary tourism will be carefully examined. Students will be familiarized with the various supply components of the tourism industrial base and their integration on an international scale. The effects of mass-volume tourist demand upon destination development will be explored through the use of selected limited case studies. A series of guest lectures by well-known experts from the travel industry will highlight the economic operations and effects of tourism in both the public and private sectors. This course is open to all students in the university and will serve as the principal prerequisite for the advanced course.

245 Hotel Sales Management

Fall or spring. 2 credits. Elective.

Lec 01. F 1-5. Faculty. The course emphasizes understanding and managing the sales function in hotels. Topics include market-plan development, sales strategies, market purchase behavior, allocation of resources, and evaluation of results.

441 Advertising Strategies

Spring, weeks 1-7. 3 credits. Limited to 50 seniors and graduate students. Prerequisites: 3 credits each of psychology and marketing, or permission of instructor. Elective.

P. Yesawich. The development of effective advertising strategies for consumer goods and hospitality services. Lectures will focus on principles drawn from psychology, communication theory, and marketing.

444 Tourism II

Spring. 3 credits. Limited to juniors, seniors, and graduate students. Prerequisites: H Adm 244 plus six credits in economics and/or marketing, or equivalents, or written permission of instructor. Elective.

Lec 01. T R 11:55-1:10. M. A. Noden. An advanced course in the study of tourism. Emphasis will be placed on the development of the tourism industrial base and development and financing of superstructure and infrastructure. Econometric model development for demand predictions will be examined and analyzed. Students will be expected to engage in a wide range of discussion and analysis of the effects of tourism on various environments in social and economic terms. Case studies of various tourism-generating areas will be used. Occasional guest lectures will be given by experts in both public and private sectors.

449 International Marketing in the Hospitality Industry

Fall. 3 credits. Prerequisites: H Adm 281 and 282. Elective.

W. H. Kaven. This course will develop students' understanding of international marketing with emphasis on hospitality-industry applications. It will focus on (1) the similarities and differences that exist between domestic and international marketing and (2) the conduct of international marketing in various segments of the world.

541 Marketing Communications Strategy
Fall. 3 credits. Limited to juniors, seniors, and graduate students. Prerequisite: a previous marketing course. Elective.

W. H. Kaven. Students will learn about the key variables in marketing communication and their proper application in situation analysis; determination of objectives and budgets; analysis of media resources; message creation; and organization, coordination, and evaluation of the promotional program. The course will use text material, case studies, readings, lectures, and key speakers. Upon completion of the course the student should be able to develop, organize, and produce a credible promotion strategy and plan of action.

542 Marketing Communications Media

Spring. 3 credits. Elective.
Lec 01. M 1:25-4, W 1:25-2:15. C. Dev. The management of external communication programs for firms in the hospitality industry. Topics include advertising, public relations, sales promotion, direct mail, and telemarketing.

543 Marketing Research

Fall or spring. 3 credits. Limited to 35 students. Limited to hotel school graduate students. Prerequisites: previous marketing course and 3 credits of statistics or H Adm 791. Elective.

Lec 01. M W 11:55-1:10. L. M. Renaghan. The nature and use of marketing research in the hospitality industry. The emphasis is on the management of the process rather than technical aspects of research methodology. Students will have extensive opportunity to critique methodology, analyze data, present results, and make management recommendations.

544 Services Marketing

Spring. 3 credits. Limited to graduate students. Prerequisite: a previous marketing course. Elective.

Lec 01. M W 8:40-9:55. L. M. Renaghan. Marketing principles applicable across the entire service sector. The marketing strategies of many service-industry firms are evaluated. New marketing approaches uniquely applicable to services are considered, as well as the reformulation of traditional principles from consumer- and industrial-goods marketing.

548 Marketing Practices in the Casino Industry

Fall. 2 credits. Limited to 25 juniors, seniors, and graduate students. Prerequisite: H Adm 243. Elective.

Lec 01. M 1:25-5. D. Whitehead. An overview of the history and scope of casino marketing practices and the behavior patterns of casino players. All market segments are analyzed to determine specific marketing mixes, and appropriate strategies for individual casinos will be evaluated. During a field trip to Atlantic City students analyze the market and determine each hotel's market position. Students research an assigned casino to formulate data for a marketing plan.

741 Marketing Management
Fall. 3 credits. M.P.S. requirement.
C. Dev.

The management of the corporate marketing function, with emphasis on firms in the hospitality industry. The emphasis is on developing the student's organizational, analytical, and decision-making capabilities through involvement in case experiences. No prior marketing knowledge is assumed.

742 Strategic Market Planning in the Hospitality Industry
Spring. 3 credits. Elective.

Lec 01. T R 8:40-9:55. C. Dev.
The application of strategic management concepts and principles to marketing in the hospitality industry through lectures, discussions, and the development of case studies.

PROPERTIES MANAGEMENT COURSES

255 Hospitality-Facilities Development and Planning

Spring. 3 credits. Required.
Lec 01. M W F 12:20; labs TBA.
M. H. Redlin.

An introduction to and management overview of the problems and opportunities inherent in the development and planning of hospitality facilities. Course components include the project-development sequence; conceptual and space planning; architectural, engineering, and construction criteria; and the interpretation of architectural and consultant drawings. The emphasis is on setting appropriate requirements, understanding industry practice, and implementing decisions within a balanced design, operations, and financial framework.

256 Insurance and Risk Management
Fall. 3 credits. Elective.

Lec 01. M 7-9:30 p.m. D. Ferris.
A comprehensive look at risk management within a general business or institutional environment. Topics to be reviewed include the risk-management process; the role of loss-exposure identification; loss-control options, including insurance and non-insurance solutions; and the general legal environment that creates a potential for loss. Students will analyze and discuss business situations from a risk-management viewpoint.

350 Principles of Real Estate
Fall or spring. 3 credits. Elective.

Lec 01. T R 2:30-3:45. J. Gorgel.
An introduction to real estate from four perspectives: legal, economic, financial, and business. Understanding these perspectives will enable students to make better investment decisions, to use real-estate resources wisely, to understand public-policy issues, and to be prepared for advanced courses in real-estate investment, finance, and development.

351 Hospitality Facilities Design and Analysis

Fall. 3 credits. Prerequisite: H Adm 255 or 751 or permission of instructor. Elective (concentration requirement).
Lec 01. F 11:15; labs TBA. M. H. Redlin.
A lecture-studio course dealing with property development, planning, and design by focusing on the interpretation and analysis of restaurant and hotel plans. Students learn basic graphics techniques and apply them to planning problems for hospitality facilities.

The course features one-day field trips to nearby hotels and restaurants, some under construction, and includes a final project dealing with the design or analysis of a lodging or restaurant facility.

[352 Hotel Planning and Interior Design]
Spring. 3 credits. Prerequisite: H Adm 351. Minimum cost of required field trip, \$200. Elective.

R. H. Penner.
A project course concerned with hotel planning, interior design, and renovation. Students will establish the operator's criteria for the design of hotel guest rooms and public areas, prepare budgets, and develop preliminary conceptual designs leading to a substantial graphic presentation at the end of the term. Drawing ability is essential.]

353 Introductory Food-Service Facilities Design

Spring. 3 credits. Limited to 15 students. Prerequisites: H Adm 351 and 335 for undergraduate students, H Adm 732 for graduate students; coregistration in H Adm 335 or 732 is acceptable; all others by written permission of instructor. Elective.

Lec 01. M W 9:05; lab 01 R 10:10-12:05; lab 02 R 2:30-4:25. M. H. Redlin.
The course reviews basic concepts of food-service facilities design and planning, including space allocation, work flow, and equipment selection. Students plan, design, prepare drawings, and write specifications for a medium-size restaurant kitchen.

355 Hospitality Facilities Construction and Operation

Fall. 3 credits. Required.
Lec 01. M W F 12:20; labs TBA.
D. M. Stipanuk.

The construction process, including costs, project management, scheduling, and contracts. An overview of building mechanical and electrical systems and the responsibilities of the engineering-maintenance department. Will also review the renovation process for hospitality facilities.

356 Hospitality Risk Management

Spring. 3 credits. Elective.
Lec 01. M 7-9 p.m., labs TBA.
D. M. Stipanuk.
The identification and management of risk associated with fire, security, and safety problems. Topics include design, equipment, staffing, employee training, emergency preparedness, and basic elements of insurance coverage.

358 Hospitality-Industry Real Estate
Spring. 3 credits. Prerequisite: H Adm 350. Elective.

Lec 01. M W 2:30-4:25. J. Gorgel.
Real estate as a capital investment in the hospitality industry. Lectures will cover the relationship of real estate to the marketing strategy of a company and its investment decisions, the marketing and merchandising of real estate, the financing of real estate, and the effects of existing real-estate financing on a company's overall corporate financial structure and on its ability to raise funds for future expansion. A field trip and case studies will deal with the application of these topics to existing situations.

451 Seminar in Properties Management
Fall. 1 credit. Elective (concentration requirement).

Lec 01. F 2:30. Faculty.
A course in which faculty, graduate students, and invited speakers present and discuss issues in facilities design, development, and operation.

453 Advanced Food-Service Facilities Planning and Design

Fall. 3 credits. Limited to 12 students. Prerequisite: H Adm 353. Elective.
M. H. Redlin.

The course reviews the application of basic concepts of food-service facilities design and planning for a hotel project. Emphasis is on preparing a program, developing equipment layouts, and making presentations to clients.

454 Restaurant Planning

Spring. 3 credits. Prerequisite: H Adm 355 or 751. Elective.
J. deRoos.

Development, design, and construction of restaurants. Topics include market analysis, site selection, menu development, space allocation, trade practices, regulations, equipment and furnishings, cost estimations, financial analysis, and management responsibilities.

456 Hospitality Facilities Management
Spring. 3 credits. Elective.

Lec 01. T R 10:10-11:25.
D. M. Stipanuk.
Management of the physical plant of hospitality buildings. Basic building-systems design and operation, physical-plant maintenance, planning, and budget development; and management of energy programs. Case studies of hospitality facilities.

457 Advanced Development and Construction

Fall. 3 credits. Prerequisite: H Adm 355 or 751. Elective.
Lec 01. T R 8:40-9:55; labs TBA.
J. deRoos.

The treatment of development as a process, as viewed from the perspective of the owner. Topics include feasibility-study analysis, budgeting, scheduling, construction administration, value engineering, and issues related to site zoning and codes.

[554 Mixed-Use Development]

Fall. 2 credits. Prerequisite: a course in finance, real estate, or development. Anticipated cost of field trip, \$200. Not offered 1989-90. Elective.

Faculty.
The basic characteristics of mixed-use developments, including their design, financing, marketing, and operational management. The role of hotels and food-service facilities in such developments is emphasized. Guest lecturers, case studies, and field trip will supplement lectures.]

751 Project Development and Construction

Fall. 3 credits. Minimum cost of field trip, \$200. M.P.S. requirement.

Lec 01. W F 8:40-9:55; lab 01 W 10:10; lab 02 W 11:15. M. H. Redlin.

The major elements of the project-development, hotel-planning, and construction process. Topics include the role of the development team, feasibility studies, functional planning and design, architectural and engineering criteria, construction contracts, project scheduling, interpretation of architectural drawings, and building construction. A group project is included and a field trip is required.

COMMUNICATION COURSES**165 Managerial Communication: Writing Principles and Process**

Fall or spring. 3 credits. Each lecture limited to 20 students. (Because of the strict class-size limitation, a student who chooses to drop this course should notify the instructor no later than the end of the first week of class so another student can fill the opening.) Must be completed in the student's first or second semester after registering in the hotel school or upon being sponsored by the hotel school to the Division of Unclassified Students. Required.

Lec 01. M W F 10:10; lec 02 M W F 10:10; lec 03 M W F 11:15; lec 04 M W F 1:25; lec 05 M W F 1:25; lec 06 T R 8:25-9:55. D. Jameson, D. Flash, J. Lumley, J. Brownell, E. Huettman, S. Kiner.

An introduction to written communication within a business context. Students learn how to conceive, plan, and develop those written materials that provide much of the information that people in business need to form judgments and make decisions. Focusing on the specific principles, needs, and responsibilities of business communication, the course introduces students to the writing process: analyzing; organizing; using research sources; developing substance; and writing in a clear, precise style. Students write a variety of reports requiring different analytical approaches.

266 Intermediate French: Le Français de l'Hôtellerie

Spring. 3 credits. Limited to 12 students in each recitation section. Prerequisite: French 123 or equivalent or written permission of instructor. Elective.

Lec 01. M W F 12:20, plus 1 hour TBA. A. Grandjean-Levy.

This course offers continuing study of the French language, in the context of business affairs, with specific emphasis on the hospitality industry. Presentation of material will consider cultural, geographic, economic, historical, political, and social contexts within which the business functions. The course will be conducted in French, emphasizing a conversational approach. Specialized situations and vocabulary will be used in building general competence in practical usage. Students with a special interest in the hospitality industry will be given priority for admission to the course.

267 Intermediate Spanish: Español de Hoteleria

Spring. 3 credits. Prerequisite: Spanish 123 or equivalent (CPT score of 560 or above) or permission of instructor. Limited to 12 students. Elective.

Lec 01. M W F 12:20. E. Dozier.

An intermediate-level Spanish course with emphasis on vocabulary related to the hospitality industry. Oral practice will take place in specific context dialogues and by presentations on cultural, geographic, historic, economic, political, and touristic characteristics of Latin American countries and Spain. The written part of the course will consist of practice in correspondence relating to diverse aspects of the industry. Students with a special interest in the hospitality industry will be given priority for admission to the course.

364 Advanced Business Writing

Fall or spring. 2 credits. Limited to 15 juniors, seniors, and graduate students. Prerequisite for undergraduates: H Adm 165 or completion of student's freshman writing requirement. Elective.

Lec 01. W 2:30-4:25; lec 02 T 12:20-2:15. Faculty.

This course focuses on the written communications that demand special persuasiveness and control of tone. Writing assignments will give students a chance to apply the theories of communication, semantics, and human relations covered in the course. The kinds of communications that will be analyzed, evaluated, and written include persuasive messages to subordinates and superiors in an organization; sales letters and other promotion materials; and negative messages such as refusals, rejections, and responses to complaints. One major topic covered is the planning and executing of a job-hunting campaign, for which students prepare résumés, letters of application, and follow-up messages adapted to their individual needs.

365 Managerial Communication: Interpersonal Relationships in Organizations

Fall or spring. 3 credits. Limited to 24 juniors and seniors per lecture. (Because of the strict class-size limitation, a student who chooses to drop this course should notify the instructor no later than the end of the first week of class so another student can fill the opening.) Prerequisite: H Adm 165 or completion of student's freshman writing requirement. Required.

Lec 01. T R 10:10-11:40; lec 02 T R 12:20-1:50; lec 03 T R 10:10-11:40; lec 04 2:30-4. J. Brownell, A. Simon, D. Jameson.

A broad study of communication in a management context. This course emphasizes the significant role of communication in developing work relationships that enable managers to achieve their goals. It presents the theories and principles of communication that underlie effective interpersonal interaction. Students increase their individual communication abilities by applying these concepts in a variety of managerial contexts, including interacting one-to-one, working in groups, and formally developing and presenting ideas to larger audiences.

562 Seminar in Management Communication

Fall or spring. Variable (1-3) credits. Limited to juniors, seniors, and graduate students. Elective.

Lec 01. T R 2:30-4. D. Jameson, A. Simon, J. Brownell.

A "special topics" course, with the theme selected each semester on the basis of student and industry needs as well as faculty expertise. Most recent offering: "Intercultural Communication in Business" (3 credits). See school registrar or communication-area faculty coordinator for details about current topic.

761 Organizational Communication for Managers

Fall or spring. 3 credits. Limited to 15 graduate students; recommended for second- or third-semester M.P.S. students. Elective.

D. Jameson, J. Brownell.

A course in organizational communication focusing on the complex interactions that occur when people communicate in corporations and other organizations. Using business cases and examples, the course highlights such topics as the political, sociological, ethical, and psychological dimensions of business communication; analysis of communication problems and barriers; and design of organizational strategies to communicate effectively, whether one-to-one, in small groups, or with larger audiences. Each case is linked with an application exercise that helps students perfect their abilities to write, give oral presentations, or interact effectively with others in a professional, managerial context.

MIS/COMPUTERS COURSES**170 Macintosh Tools**

Spring. 3 credits. Limited to 25 students outside the hotel school. Elective.

Lec 01. M W F 9:05. B. David.

An introduction to business information systems and computer tools. Students learn basic business computing concepts such as system integrity and the user interface. Finally, the course introduces the student to the personal computer, using electronic spreadsheet, graphics, and word-processing applications. Work is carried out on a Macintosh computer using Microsoft Word and Microsoft Excel.

171 Keyboarding on the Macintosh

Fall, spring, or summer. 2 credits. Limited to 25 students per section. Elective.

Lec 01. M W F 10:10; lec 02 M W F 11:15; lec 03 M W F 12:20. B. David.

An introduction to the Macintosh computer and a beginning course in alphanumeric and numeric keyboarding. Students will learn word-processing skills during the second half of the course.

174 Information Systems

Fall. 3 credits. Limited to hotel school freshmen or others with permission of the instructors. Required.

Lec 01 M W F 8; lec 02 M W F 9:05; lec 03 M W F 10:10; lec 04 11:15; lec 05 12:20. R. Alvarez, B. David.

An introduction to micro-computing to develop functional computer fluency. Students will develop their skills in five generic areas: text, graphics, spreadsheet, list, and communications processing. The course is entirely lab oriented and students work on Macintosh personal computers.

274 Hotel Computing Applications

Fall or spring. 3 credits. Prerequisite: H Adm 174 or equivalent. Elective.

Lec 01. M W 11:15; lab TBA. R. Moore.
An introduction to management information systems as they are currently used in the hospitality industry. Specific topics include property management systems, reservation systems, communication networks, database structures, point-of-sale systems, methods of system selection, and cost justification. Computer laboratories provide hands-on experience with systems widely used in the hospitality industry and help to develop IBM PC/DOS skills.

374 End-User Business Computing Tools

Fall or spring. 3 credits. Prerequisite: H Adm 174 or equivalent. Elective.

Lec 01. T R 10:10-11; lec 02 T R 11:15-12:05; labs TBA. R. Alvarez.

This course explores the personal computer as a managerial tool for the hospitality industry. Concepts of modeling, database, and end-user computing are covered. Students learn to use specific software applications programs to solve original problems. All work is done on the IBM PC.

571 Analysis and Design of Information Systems

Fall. 3 credits. Limited to 15 students. Elective.

Lec 01. M W F 10:10; lab TBA. R. Alvarez.

For students who may become involved with the analysis and design of computer-based information systems (CBIS). The course is intended to develop competence and confidence in the participants' ability to plan for CBIS, specify their functional design, manage a systems adoption project, deal with system vendors, and function as organizational consultants on CBIS. The course assumes an elementary working knowledge of MIS and basic business. The course is pragmatic and requires participant teams to analyze and design (and possibly build and test) a software application system.

572 Development of Decision Support Systems

Spring. 3 credits. Prerequisite: H Adm 174 or equivalent. Elective.

Lec 01. M W 12:20-2:15; lab F 1:25-3:05. R. Alvarez.

The use of computer-based systems to assist human decision makers by supporting their information requirements. The design, implementation, and use of such systems is one of today's fastest growing areas within information systems. The course's perspective is one of design—effective design both requires and enhances understanding. All work will be done on a Macintosh personal computer using Hypercard.

774 Information Systems for Hospitality Managers

Spring. 3 credits. Limited to 35 students. M.P.S. Requirement.

Lec 01. T R F 9:05. R. Moore.

The physical and technical computing environments in a multi-unit hospitality corporation. Information systems (IS) are viewed from various perspectives, i.e., as data-processing systems (DP), management information systems (MIS), and decision support systems (DSS). The role of IS in a strategic planning framework is explored. Organizational and infrastructural issues that enhance or detract from system success are explained.

LAW COURSES**283 Law of Securities Regulation**

Fall, weeks 1-7. 1 credit. Elective. Faculty.

For students interested in the financing of new or expanding hotel and restaurant businesses through the sale of stocks and bonds, and the obligations of publicly owned hospitality companies and their officers and directors. The course covers fundamental aspects of the federal securities laws as applicable to the hospitality industry. Problems will be drawn from hotels, restaurants, and related businesses.

385 Law of Business

Fall. 3 credits. Limited to juniors, seniors, and graduate students outside the hotel school, and hotel school students with permission of instructor. Elective.

J. Sherry.

This course is designed to enable the student to acquire a basic understanding of law and legal relationships in a business context. A variety of subjects are covered, all intended to aid a person in making decisions as an executive charged with managerial responsibilities.

387 Business and Hospitality Law

Fall or spring. 3 credits. Limited to juniors, seniors, and graduate students. Required.

Lec 01. M W 9:05; lab 01 F 9:05; lab 02 F 10:10. J. Sherry.

An integrated chronological presentation of contract, agency, and tort concepts as they apply to the legal aspects of hospitality management. Appropriate federal, state, and local cases, statutes, and other materials will be examined. The overall objective is to recognize, analyze, and evaluate legal issues for the purpose of making and articulating appropriate decisions.

486 Historical Development of the Right to Travel and Its Impact on American Society

Summer. 3 credits. Elective.

J. Sherry.

An overview of the development of the legal rights of persons to travel and to have access to public accommodations. Historical sources focus upon the English common law, the United States Constitution, and federal and state civil rights legislation. The aim of the course is to review and examine changing American social attitudes toward travel and public accommodations and their influence upon travelers' legal rights and responsibilities. Comparative international legal developments will be noted.

487 Real-Estate Law

Offered on demand. 2 credits. Limited to juniors, seniors, and graduate students. Elective.

J. Sherry.

Laws governing the acquisition, ownership, and transfer of real estate, beginning with the purchase and sale of a family residence and leading to more-complex transactions involving hotels, motels, condominiums, cooperatives, syndications, and real-estate trusts. Financing aspects, including construction and building loans, mortgages, and mortgage foreclosures are treated from the viewpoint of lender and borrower. The legal relations of landlord and tenant are given special attention, and typical hotel and motel leases are dissected and scrutinized. Applicable tax considerations are focused on all transactions.

OTHER COMMUNICATION, MIS, AND LAW COURSES**191 Quantitative Methods**

Spring. 3 credits. Required.

Lec 01. T R 10:10; lec 02 M W 1:25. S. Kimes.

Procedures for collecting, classifying, summarizing, and presenting quantitative facts. Students should get an intuitive grasp of descriptive and inferential statistics. The how, when, and why of statistical applications in a variety of managerial situations, with emphasis on interpretation, not mathematical proofs.

490 Housing and Feeding the Homeless

Fall or spring. 4 credits. Limited to 21 students. Prerequisites: H Adm 325 and 303, or HSS 292 and HSS 375, or permission of instructor. Estimated cost of field work, \$50. Elective.

Lec 01. T R 8:40-9:55. Faculty.

The course explores the economic, social, and political issues of our country's growing problem of homelessness, as well as the existing and proposed housing and feeding policies and delivery systems that attempt to deal with the issue. Students study the history of homelessness and strategies to alleviate the problem and spend approximately six days at a housing or feeding project (within a one-hour drive from Ithaca) to analyze the project and resolve a managerial problem.

791 Graduate Quantitative Methods

Fall. 3 credits. M.P.S. requirement.

Lec 01. M W 10:10-11:25. S. Kimes.

An introduction to management-science models and statistical techniques applicable to the hospitality industry. The application of specific quantitative methods to decision making in the hospitality industry. Topics include forecasting, decision analysis, linear programming, probability, and queuing. Computer software packages will be used to facilitate the decision-making process.

INDEPENDENT RESEARCH COURSES

600-690 Undergraduate Independent Study

Fall or spring. Variable credit. Prerequisite: written permission. Only the first three credits of directed study may count as hotel school electives during a student's undergraduate academic career. Additional directed study, if taken, is applied toward free electives, except for the Management Intern Program (12 credits). *Permission in writing is required before course enrollment. Students should obtain a permission form from the hotel school's registrar.* (Occasionally an independent research project can be added after the three-week deadline with support of the faculty sponsor and by formal petition.) Elective.

Faculty.

Students pursue independent research projects under the direction of a faculty member.

600 Organization Management**601 Management Intern Program I—Operations**

6 credits.

602 Management Intern Program II—Academic

6 credits.

603 Hotel Ezra Cornell**610 Human-Resources Management****620 Financial Management****630 Food and Beverage Management****640 Marketing and Tourism****650 Properties Management****660 Communication****670 MIS/Computers****680 Law****690 Other****700-900 Graduate Independent Research**

Fall or spring. Variable credit. Limited to graduate students. Prerequisite: written permission of instructor. *Students should obtain a permission form from the hotel school's graduate office.*

Faculty.

As appropriate, graduate students enroll in these courses for thesis or monograph research or for other independent directed study. Students must have in mind a project and obtain agreement from a faculty member to oversee and direct the study.

700 Organization Management**710 Human-Resources Management****720 Financial Management****730 Food and Beverage Management****740 Marketing and Tourism****750 Properties Management****760 Communication****770 MIS/Computers****780 Law****790 Other****802 Master of Science Thesis Research****803 Graduate Teaching Internship****805 M.P.S. Monograph I****806 M.P.S. Monograph II****900 Doctoral Thesis Research**

FACULTY ROSTER

Professorial

Arbel, Avner, Ph.D., New York U. Prof.
 Berger, Florence, Ph.D., Cornell U. Assoc. Prof.
 Brownell, Judith, Ph.D., Syracuse U. Asst. Prof.
 Carvell, Stephen A., Ph.D., SUNY Binghamton. Asst. Prof.
 Chase, Robert M., M.B.A., Cornell U. Prof.
 Clark, John J., Jr., Ph.D., Cornell U. Dean and E. M. Statler Professor
 Corgel, John B., Ph.D., U. of Georgia. Assoc. Prof.
 Cullen, Thomas, Ph.D., Cornell U. Assoc. Prof.
 deRoos, Jan A., M.S., Cornell U. Asst. Prof.
 Dev, Chekitan S., Ph.D., Virginia Polytechnic. Asst. Prof.
 Dunn, David C., Ph.D., Cornell U. Assoc. Dean and Assoc. Prof.
 Eder, Robert W., D.B.A., U. of Colorado. Assoc. Prof.
 Eyster, James J., Ph.D., Cornell U. Prof.
 Ferguson, Dennis H., Ph.D., Cornell U. Assoc. Prof.
 Geller, A. Neal, Ph.D., Syracuse U. Prof.
 Jameson, Daphne A., Ph.D., U. of Illinois. Assoc. Prof.
 Kaven, William H., Ph.D., Cornell U. Prof.
 Kelly, Thomas J., M.S., Cornell U. Assoc. Prof.
 Kimes, Sheryl E., Ph.D., U. of Texas. Asst. Prof.
 Lundberg, Craig C., Ph.D., Cornell U. Blanchard Professor of Human-Resources Management
 Moore, Richard G., M.B.A., Cornell U. Assoc. Prof.
 Mutkoski, Stephen A., Ph.D., Cornell U. Banfi Vintners Professor of Wine Education and Management
 Penner, Richard H., M.S., Cornell U. Prof.
 Rainsford, Peter, Ph.D., Cornell U. Assoc. Prof.
 Redlin, Michael H., Ph.D., Cornell U. Prof.
 Renaghan, Leo M., Ph.D., Pennsylvania State U. Assoc. Prof.
 Romm, David L., M.P.S., Cornell U. Asst. Prof.
 Sherry, John E. H., LL. M., New York U. Prof. and Graduate Faculty Representative
 Simon, Augusta, Ph.D., Ohio State U. Asst. Prof.
 Stipanuk, David M., M.S., U. of Wisconsin. Asst. Prof.
 Tabacchi, Mary H., Ph.D., Purdue U. Assoc. Prof.

Adjunct, Visiting, and Other Teaching Staff

Alvarez, Roy, M.Ed., Lecturer
 Blanchard, Kenneth, Ph.D., Visiting Assoc. Prof.
 Bley, Jane S., B.A., Teaching Support Specialist
 Brooks, Earl, M.A., Professor Emeritus
 D'Aprix, David, B. A., Lecturer
 David, Betty B., Lecturer
 Ferris, J. David, M.A., Visiting Lecturer
 Flash, Dora G., A.B., Senior Lecturer
 Hales, E. Ann, Ph.D., Lecturer
 Huettman, Elizabeth, M.A., Visiting Lecturer
 James, Robert, M.B.A., Visiting Lecturer
 Kiner, Susan W., M.A., Lecturer
 Lang, Barbara, B.S., Visiting Lecturer
 Lumley, Jane, M.A., Senior Lecturer
 Mathew, Mary E., B.S., Teaching Support Specialist
 Morano, Richard A., D.Ed., Visiting Lecturer
 Muller, Christopher C., M.P.S., Lecturer
 Neuhaus, Thomas W., M.S., Lecturer
 Noden, Malcolm A., Senior Lecturer
 Norkus, Gregory X., M.S., Senior Lecturer
 O'Connor, Therese A., M.S., Senior Lecturer
 Pezzotti, Giuseppe G. B., B.S., Lecturer
 Richmond, Bonnie S., M.S., Senior Lecturer
 Sciarabba, Andrew, B.B.A., Visiting Lecturer
 Spies, Rupert, Studienassessor, Lecturer
 Weaver, Loren E., B.S., Teaching Support Specialist
 Weishaupt, Hans P., B.S., Robert A. Beck Chair of Applied Hotel Management
 Weisz, Stephen, B.S., Visiting Lecturer
 White, Robert, A.O.S., Teaching Support Specialist
 Whitehead, Donald E., B.S., Visiting Lecturer
 Yesawich, Peter C., Ph.D., Visiting Assoc. Prof.